

Essentials 2021

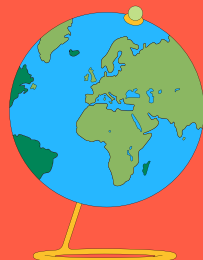


eliorgroup

Underpinned by a **strategy** p.02 built around innovation and **corporate social responsibility** p.06, Elior is a world leader in **contract catering** p.12 and **support services** p.14. In all Group operating **countries** p.16, the development of its **unique brand capital** p.18 highlights the agility that is now accelerating its transformation to take maximum advantage as we emerge from the current health crisis. Our 2020/2021 **financial performance** p.20 highlights the resilience of the Group, and confirms the relevance and effectiveness of the strategic choices made by its **Executive Committee** p.22.



3.6 million
guests served every day



5 countries



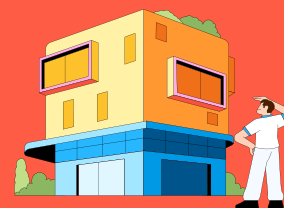
22,700
restaurants
and points of sale



99,000
employees



€3.69 billion
in annual revenue



2,400
sites managed
by Elior Services

Leading our industry from the front

The 2020/2021 accounting year was marked by the remarkable resilience of our business model, which is due primarily to the unflinching commitment shown by our frontline teams. For many months now, Elior's people have more than ever embodied our fundamental values as a community caterer and responsible services operator, working alongside not only our clients but also the most vulnerable people faced with the challenges caused by the global pandemic. I'd also like to point out how the strategic choices made – both before and after the outbreak of the pandemic – by the Group's Executive Committee, led by CEO Philippe Guillemot and fully backed by the Board of Directors, have proved to be the right ones. Our five value creation drivers have remained fully relevant throughout the Covid-19 crisis, allowing us not only to hold firm in such extraordinarily difficult times, but also to accelerate the Group's transformation.

The life of our organization throughout the year can be characterized in just three words: adaptation, agility and proactivity. Because we have worked together with those three objectives constantly in mind, we can now look resolutely towards the future, while remaining vigilant and mobilized. We're still being very careful about how we manage our cash and we're continuing to apply strict cost discipline. In each of our businesses we have embarked on a deep-seated transformation, with new solutions and offerings which we are rolling out at many of our clients, once again demonstrating our pioneering approach to innovation in the contract catering industry. At the same time, we're showing our strong business development capacity, signing and renewing major contracts in catering and services across all of our geographies.

Over the past four years, the Group has refocused on its core business as a contract caterer in order to reinvent itself. In the coming months, our teams will be concentrating on responding to changes in the organization of work and education, and clients' new needs. As a community caterer and responsible services operator, our CSR commitments remain at the heart of our value proposition. We are actively contributing to the transition to organic and local food, and we're working with all of our partners on optimizing production and transport methods so we can minimize our carbon footprint.

It is by leveraging our industry-leading position in terms of CSR that we can stand out from our competitors and ensure the longevity of our business. Going forward, I know I can count on each and every one of Elior's 99,000 employees to pursue this collective effort.



Gilles Cojan
Chairman of the Elior Group

“Accelerating our transformation to become even more innovative and responsible.”



across all of our operations to help them face this unprecedented crisis. Thanks to our teams, and our solid fundamentals, we have done more than just hold up against the crisis. Together, we have constantly kept a tight rein on our operating costs and a vigilant eye on our available liquidity. We have also been extremely rigorous in how we manage and renegotiate contracts, which has helped us forge even closer ties with our clients. Not only have we preserved our financial solidity, but we have also put the wheels in motion in each of our geographies to accelerate our business transformation.

Today, Elior is perfectly placed to return to profitable and lasting growth, notably thanks to an optimized cost structure and new offerings that are ever-more suited to market expectations.

How would you sum this year?

The first half of the year remained difficult for the contract catering sector due to the new waves of coronavirus in many countries. However, the vaccination campaigns and economic recovery plans launched in all of our host countries enabled the Group to gradually return to a more favorable operating context.

Between July and September 2021, Elior recorded its best quarter since the start of the pandemic, with revenue representing 85% of the figure for the same period of fiscal 2018-2019. For fiscal 2020-2021 as a whole, however, revenue was still slightly down on 2019-2020, bearing in mind that only

the last seven months of that year was impacted by the crisis. We did manage to reduce our operating loss, though, thanks to constant and effective efforts to control costs. And in July 2021 we successfully signed off on our five-year financing plan, extending the maturity of our debt and diversifying our sources of financing.

In 2019-2020 you said you intended to accelerate the implementation of the New Elior 2024 strategic plan. What transformational changes did the Group undertake in 2020-2021?

During those twelve months we embarked on a new phase of the Group's transformation. In all three of our markets – Education, Health & Welfare, and Business & Industry – we continued to innovate and create original contract catering and services offerings, reinforcing our range of solutions in all of our geographies. For example, we acquired Nestor – a start-up specialized in the preparation and grouped delivery of high-quality meals in towns and cities – and we launched many initiatives to introduce new and totally revisited catering offerings at our clients' sites. We firmly believe that by crafting pioneering solutions for developing



Philippe Guillemot
Chief Executive Officer of the Elior Group

our businesses and meeting guests' new needs we will be able to fully capitalize on the business recovery that will happen as we emerge from the crisis.

In addition, since the outbreak of the pandemic we have not let up on our CSR commitments. Keenly aware of the role we play as a responsible caterer and services operator, we have continued to focus on solutions that are sustainable and that respect people and the planet's resources. For the first time, we've announced quantified objectives for reducing our carbon footprint, based on precise action plans drawn up and implemented by our operations teams in all our geographies. Elior's non-financial indicators clearly illustrate our goals: for example 42% of the seafood we serve comes from sustainable fishing, 90% of our sites sort their organic waste, and 100% of our countries have deployed a detailed nutritional information system. In France we introduced the Nutri-score food rating system in 2019 and are still the first and only contract caterer to use it. Nutri-score has now been rolled out to 642 corporate restaurants and 455 school canteens and we intend to extend it further during the coming fiscal year in line with our commitment to nutritional quality and transparency.

“I would like to take this opportunity to pay tribute to the exceptional commitment of all our people at Elior, who have remained fully mobilized for our clients and guests across all of our operations.”

We will also be giving priority to building up key skills within our teams to help them drive the transformation of our businesses. And going a step further, the Group has launched a project – overseen by the Executive Committee and involving all of our teams – to collectively define Elixir's raison d'être.

The rapid increase in home working must be a real challenge for a contract caterer – how are you coping with this?

In the Business market – which accounts for 20% of the Group's overall business – we estimate that home working and the economic situation will lead to a market contraction of approximately 20%. This represents a total impact on our revenue of just 4%, so doesn't call into question our business model. In addition, we think we have real growth drivers in the business market.

Before the pandemic, the capture rate in our corporate restaurants in the services industry was estimated at between 50% and 60%. In other words, nearly one out of two office workers didn't have lunch at the company restaurant. This unprecedented period in the history of contract catering has given us the opportunity to very quickly develop more flexible anytime, anywhere offerings, while remaining intransigent on quality. This has had an extremely positive effect on our capture rates, which have varied between 60% and 75% since people started gradually going back to the office. At the same time we are seeing an increase in the average spend, clearly showing how guests want to really enjoy their lunch. Everywhere, corporate catering has become something that clients are relying on to encourage their employees back to the workplace.

Combined with the digital solutions already available at Elixir, our new offerings mean that we can now reach out to small and medium-sized companies (SMEs). The SME segment – which is a good strategic



“We firmly believe that by crafting pioneering solutions for developing our businesses and meeting guests' new needs we will be able to fully capitalize on the business recovery that will happen as we emerge from the crisis.”

fit with our longstanding target segment of companies with more than 150 employees – represents potential revenue of over €1 billion in France and over €500 million in Italy. In Italy our teams have done incredibly well by deploying recipes and technologies that enable use-by dates to be extended, which has won us more than 130 SMEs in the space of barely two years. All this shows how the SME segment is a real sustainable growth opportunity for the Group.

What are Elixir's objectives for the coming years?

Thanks to the ongoing efforts we made in 2020-2021 to keep our operating costs down and profoundly transform our businesses, I have full confidence in our ability to return to solid growth and, in the mid-term, to improve on our pre-Covid-19 margins. To achieve this Elixir can draw on its very well-positioned offering that is continuously being refreshed, as well as an optimized operating cost structure.

“Our New Elixir 2024 strategy, which we launched in 2019, has proved to be perfectly suited, not only for staying the course during the crisis, but also for speeding up our transformation, and now for seizing new opportunities.”

As we look back at this unprecedented period, we can definitely say that our New Elixir 2024 strategy, which we launched in 2019, is the right one. It has proved to be perfectly suited, not only for staying the course during the crisis, but also for speeding up our transformation, and now for seizing new opportunities. Working closely with our management teams in all of our geographies, we have taken advantage of the past few months to review our five value-creation drivers and update our strategic plan. It is this collective effort by all 99,000 of our employees that is now enabling us to set very high ambitions for 2024.

The ingredients of value

Our mission as a responsible caterer and facility management provider aiming for sustainable growth. To earn our guests' trust, every day, by serving great tasting, healthy, and environmentally-friendly meals. To provide excellent services at our customer locations and those occupying them.

New Elior 2024
Developed jointly by the Executive Committee and operations teams, this ambitious plan is built around five value creation drivers:

- 1** strategic prioritization of our markets
- 2** offers that target our clients and guests' expectations
- 3** an unwavering focus on client's loyalty
- 4** an appropriate and closely controlled cost structure
- 5** secure cash generation

To ensure that our stakeholder impact is positive

Clients and guests

1st contract caterer operator to launch Nutri-score, measure the carbon footprint of its meals and offer personalized nutritional diets for senior citizens.



2025 objectives

-12%

Reduction of our carbon emissions per meal between 2020 and 2025 for our direct and indirect emissions

-30%

Food waste

80%

renewable electricity and reduction of the energy consumption

Reduce the carbon impact of our food offer by offering more vegetarian meals and by substituting the most carbon intensive proteins.

Our partner networks

19,000 approved suppliers and partners

Suppliers

€1 Bn in annual purchases, more than 60% of which are ingredients

41.9% of our seafood products are labelled

24.8% of our supplies are responsibly sourced

Crossover

A commitment to working as part of multi-sector collectives

91.3% overall client retention rate

Social commitment

Creation of an endowment fund to help socially supportive initiatives by Elior Solidarity. Community Meals in the USA, partnerships with food banks in Europe, etc.

Third parties recognitions / ESG



Elior Services, B&I, Arpège, Ansamble, Serunion have obtained Ecovadis medal



The ESG rating agency "Gaia rating" scores Elior in the top 25% of the companies studied in 2020



Elior obtained a B score on the CDP Climate Change

Shareholders



A resilient model backing our communities



Closely controlled liquidity

we leverage our specialist skills and expertise

Contract catering

Education

Every day, we feed 2.1 million children and students of all ages in public and private educational settings.

Healthcare

Every day, we feed 533,000 patients and dependent people with nutritionally balanced and delicious meals as part of healthcare pathways and social care.

Corporate

Every day, we feed 970,000 guests who work for companies and government services of all sizes, and continue to develop new market segments, such as rail, museum and stadium catering.

Services

Leader in healthcare & hospitality cleaning in France

Elior Services leads the French hospitality and healthcare cleaning market through 500 medical establishments and their 50,000 beds. This resilient activity, which employs 21,000 people, also works with other sectors by providing cleaning and Facility Management services for offices, hotels, shopping and leisure centers.

Strong presence in 5 countries

No.2 pure player in the contract catering and services sector



No.1 in the contract catering sector in France, Spain and Italy



No.5 in the contract catering sector in the UK and in the USA

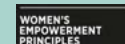


by making the most of our resources

2025 objectives

Between **30** and **40%** of women by 2025 → Between **40** and **60%** of women in 2030

Elior Group support



Member of



Employees

99,000 employees

50% of our managers are women

26,000 people under 25 years old recruited

54.1% of the value we create is redistributed to our employees in the form of wages and benefits

50.4% of management vacancies are filled internally

7 years of average seniority of our permanent staff

Our regional roots

22,700 restaurants and points of sale worldwide

+ 13,700 health, safety and/or environmental certifications on sites

A robust governance structures

Distribution

Recurring distribution of pre-Covid-19 dividends

Remuneration

Executives Long Term Incentives are directly linked to share price performance and CSR objectives

and putting our assets to work.

Innovation



Culinary innovation

Elior North America has developed "Healthy at Home", an offer that provides personalized catering services during hospitalization and throughout the return to home in order to reduce the readmission rate in acute care facilities.

Technical Innovation

Elior France has designed "Heol", a distribution trolley with a capacity of 36 snack trays, allowing for distribution agility in a virtuous environment. This solution was developed for the Healthcare market.

Marketing innovation

In Italy, Elior teams have created "MyDiet", an application offering a meal plan adapted to each guest (weight, height, lifestyle, etc.). The aim is to offer tailor-made, tasty and balanced meals.

Innovate for more transparency

Elior France announced in 2021 the deployment of Nutri-score (nutritional rating of a meal from A to E) across the entire education market in France. This allows the new generation to make informed choices about their daily meals at Elior.

Responsibility



Hygiene

Serunion, the Group's Spanish subsidiary, has developed Easy Q. This tool enables sites to have better control of food safety on site by the HSE department via real-time incident notifications.

Security

Elior North America uses Medcor. Via a single phone number, an injured employee can contact a nurse to report an accident and obtain medical advice for recovery.

Environment

The Eco Points loyalty scheme aims at encouraging our guests to choose low-carbon dishes. Each purchase rewards customers with a loyalty point, 10 points equivalent to planting a tree through our JUST ONE Tree partner.

Food waste

Elior has developed a partnership with Too Good To Go that allows for significant reduction in food waste in our restaurants by promoting meals prepared but not served in the form of packed lunches. This solution has been deployed in France and Spain.

TRENDING IN OUR MARKETS

#sociability #pleasure #local #ethics #wellness #health #transition #taste #wastereduction #transparency #origin #territories #digital #foodsafety

Taking positive action to deliver the food transition

As active campaigners for the food transition, Elior Group is fully committed to four priorities that cover every link in our value chain: healthy food, sustainable sourcing, reducing food waste and helping our people to achieve their full potential.

By taking positive action on these four priorities, we are contributing directly to making the transition to less carbon-intensive activities and involving our employees, customers and guests in the same process of dynamic change. Every year, the Group uses its own in-house expertise to measure its carbon footprint, and implements practical initiatives to further reduce its environmental impact. The Group is also taking action closely and transparently alongside its stakeholders through initiatives that are both ambitious and achievable by its restaurants. The ultimate goal is to involve every part of the business in a united commitment to progress that is interpreted to take full account of the features specific to each of our operating countries.

Our goal for 2025: to reduce carbon emissions per meal by 12% (compared with 2020)

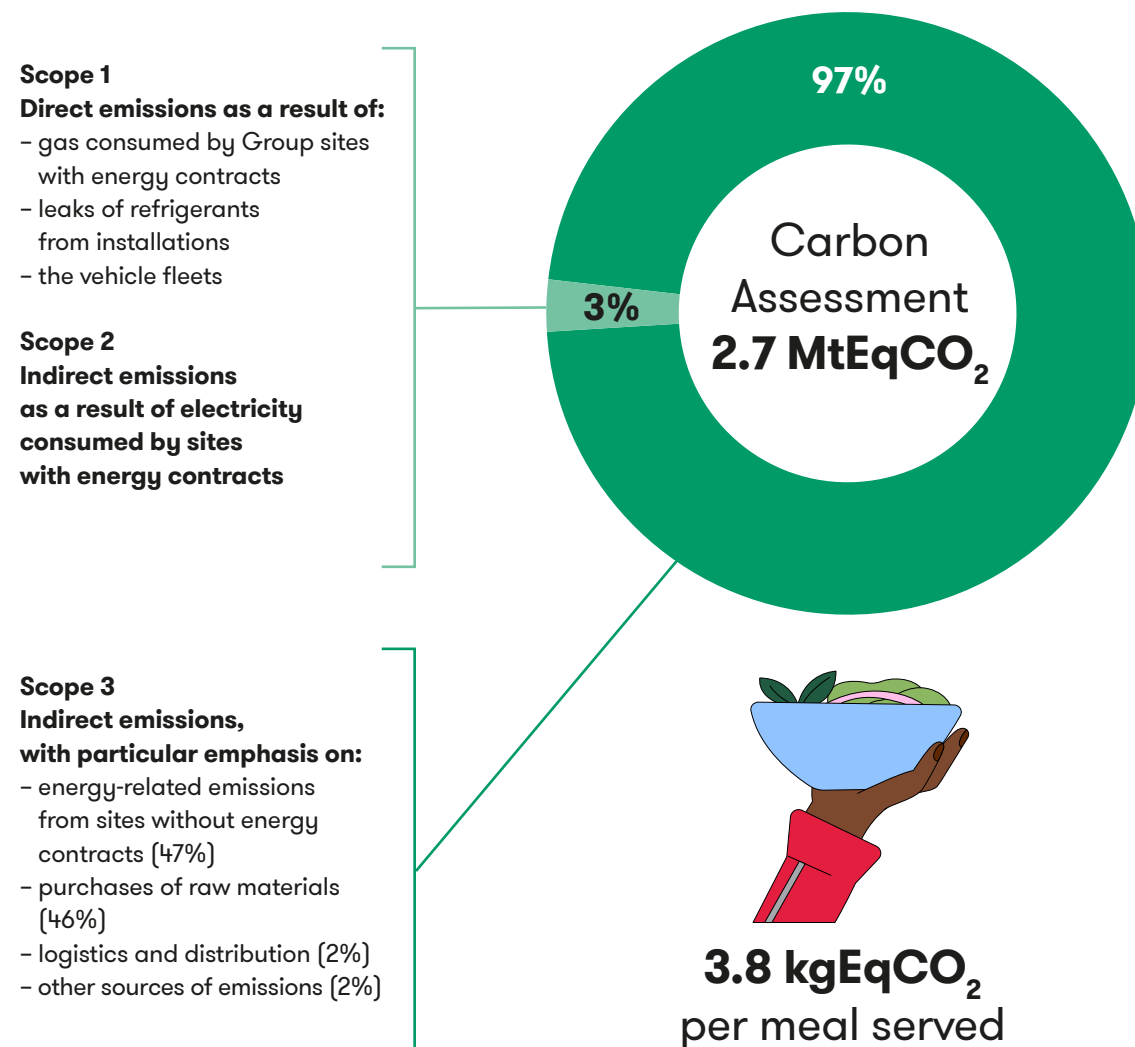
We will deliver on this commitment through realistic and measurable initiatives implemented on the frontline of our business:

- ensuring that **80%** of the electricity we use comes from renewable sources, and reducing energy consumption
- reducing food waste by **30%**
- reducing the carbon impact of the food we serve by offering more plant-based meals and substituting the most carbon-intensive proteins, including beef, with other less carbon-intensive products, such as chicken and vegetables.



Our carbon assessment

Since 2019, Elior has conducted an annual carbon assessment of its entire business to quantify its Scope 1, 2 and 3 emissions, as defined by the World Resources Institute GHG Protocol.



Four major responsibility challenges



Good, healthy choices

Ambition

Cooking delicious balanced meals, at the same time as setting the highest food quality and safety standards. Raising guest awareness of the challenges around nutrition and public health.

Performance indicators

- Percentage represented by plant-based nutritional ingredients
- The proportion of revenue generated from vegetarian recipes
- The proportion of sites having implemented at least one nutritional promotion

19.4%

of food purchases are nutritious plant-based ingredients.

21.2%

of the 66,000 current recipe choices are vegetarian, 40% of which are offered in the UK.



Sustainable ingredients

Ambition

To reduce the environmental impact of our sourcing policy by increasing the proportion represented by responsible purchases.

Performance indicators

- The proportion of responsible ingredients purchased
- The proportion of local ingredients purchase
- Percentage represented by purchases of responsible packaging

71.9%

71.9% of seafood purchases are sourced from responsible supply chains in the UK (41.9% at Group level).*

* By volume

24.8%

of our purchases are responsible.



Thriving people and communities

Ambition

To guarantee the health and safety of our people, at the same time as contributing to their personal and professional development through the encouragement of internal mobility, diversity and inclusion.

Performance indicators

- The lost-time occupational accident frequency rate
- Internal mobility
- Percentage of management roles occupied by women

50%

of managers are women.

6%

reduction in our lost-time occupational accident frequency rate.



A circular model

Ambition

To combat food waste on all our sites. To reduce our carbon footprint. To sort waste more efficiently to recover and recycle our surplus and waste food more effectively.

Performance indicators

- The proportion of Elior sites recovering biowaste
- The number of initiatives to reduce food waste (including training programs)

90.2%

of our sites sort organic waste for more effective recovery and recycling.

99.7%

of Elior revenues are generated in countries with programs in place to combat food waste.

Contract catering

Every day, we earn the trust of our guests by offering them healthy, tasty and planet-friendly food.

Now a global force in contract catering, Elior has been offering personalized solutions and innovative catering concepts to the worlds of education, business and healthcare for more than 25 years. Responding to demand for great tasting, healthy and environmentally friendly products in sociable surroundings, and providing lifestyle-focused catering services. Elior applies its culinary expertise and operational excellence on a daily basis to tailor its offerings to a very broad diversity of needs and expectations.



78,000
employees



22,700
restaurants and points of sale

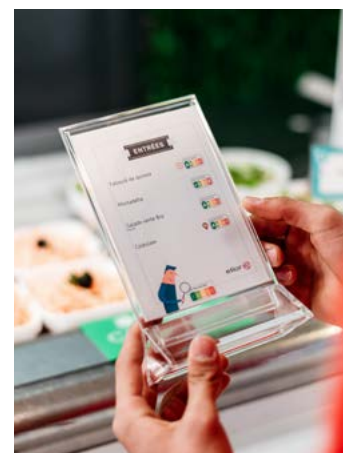


3.6 million
guests served every day



**The World
Number 2**

pure player with a presence
in 5 countries worldwide



Education: promoting a healthy nutritional balance

In 2019, Elior was the first player in its industry to adopt the Nutri-score scheme and is still the only company to have done so. The 5-letter rating scale is now displayed in 455 French schools. So, students now have the opportunity to make informed choices for a varied, healthy and tasty diet, while their parents can manage their nutritional balance across multiple meals. Creating this awareness is a strategic issue, since eating habits are formed at a very young age. This observation is also the basis for the introduction by Elior Italy of a '360°' food education program around the values of inclusion, sustainability and wellness for children and their families.



Healthcare: taking personalization to a new level

The meals we serve in healthcare and social welfare facilities are designed to combine healthy nutrition with eating pleasure. In hospitals, our catering solutions are matched to the illnesses and conditions of each patient, while the new generation of cafeterias contributes to the wellness of caregivers and visitors. In serving seniors, Elior is able to draw on its extensive expertise in food hygiene and safety. The Group relies heavily on innovation to develop modified textures and nutritional supplements (Idéquatio in France) and home delivery services (Healthy at Home in the USA and Grazing Boxes in the UK).



Corporate: reinventing our offering

Greater flexibility, greater mobility and a more seamless experience: the health crisis has increased the expectations employees have of their company restaurant. Elior UK is preparing the rollout of its KIOSK digital ordering terminal to remove the need for lines at self-service counters. Elior Italy now offers (Food 360) connected fridges at 60 of its sites, allowing guests to pre-book their meals and collect them at a time of their own choosing. But now, our guests also expect higher quality, greater transparency and more flavor. Arpège has developed its new FoodCourt offering, featuring six distinct concepts that diners love for their authenticity, balance and great taste! Also in France, Re-Set ! offers a range of intentionally lighter dishes that celebrate great produce, expert culinary techniques and recipe clarity.

Services

With its new CAP 2026 strategy, Elior Services is designing a people-centric future.

As a leader in healthcare hospitality, Elior Services is expanding its range of services to contribute to the well-being and health all its guests: caregivers, patients and residents.

In the multi-segment market, the cleaning company is moving upmarket to meet the changing demands and expectations around health and safety.

On all its customer sites, from healthcare facilities to sensitive industrial environments, public, professional and business spaces, the wider range of services and improved offers of Elior Services covers the full spectrum of service provision, from biocleaning and hospitality in healthcare settings to office cleaning and facility management with reception services, landscape management, mail handling and minor technical maintenance tasks. All these areas of expertise meet the highest of standards and use every opportunity to contribute to combating global warming.



21,000

employees



2,400

sites

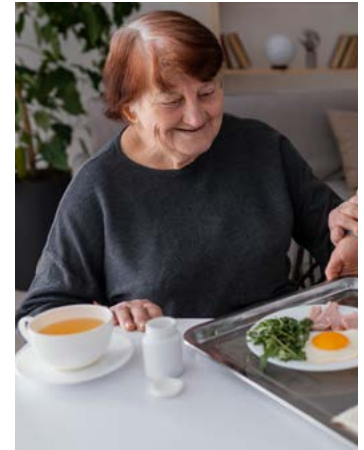


The French
Number 1

in the healthcare
facility cleaning

Strength through unity for Univi

The partnership of Elior Services and Elior Healthcare Catering has won the contract to provide Univi with hospitality management services for four of its facilities specializing in care provision for residents who are vulnerable for reasons of age, illness or disability. The teams of both Elior entities are now working closely together on integrating the full range of services, with oversight provided by a joint management structure for services and catering. The services provided include biocleaning, dining room meal service, and training in how best to serve very elderly guests; something that Elior has extensive experience in, and excellent knowledge of. A seamless synergy of expertise and skills!



Streamlining premises management

Effi-See is a new digital traceability and real-time management tool designed by Elior Services for premises with all types of operating environment. The app optimizes all biocleaning services, monitors site activity and occupant presence, flags up incidents, responds to one-off requests, enables reporting and simplifies team/customer interaction. This new innovation has already been rolled out for 67 sites, including the Confluent private hospital in Nantes, which makes particular use of its discharge management function that informs admissions teams and caregivers in real time when a room becomes available. This increased level of responsiveness is crucial for our teams and nursing staff, as well as for improving patient comfort and convenience.

The challenges of ultra-cleaning

In hi-tech and other particularly demanding sectors, ultra-cleaning involves detailed cleaning and management of environments posing particulate, bacteriological and chemical risks. From hospital settings to pharmaceutical, microelectronics or food industry environments, the strict standards of cleanliness required are extremely demanding. As an expert in the management of sensitive environments, Elior Services guarantees all the services it provides, from daily maintenance tasks to all the cleaning and disinfection operations required to meet the microbiological specifications of a clean room and/or a controlled atmosphere zone, or even the supply and management of consumables. A full range of processes are applied on a daily basis to maintain the low contamination levels demanded by such facilities to ensure sterility and ultra-cleanliness.



A strong presence in five countries



Europe

No. 1

in contract catering
in France, Spain
and Italy

No. 3

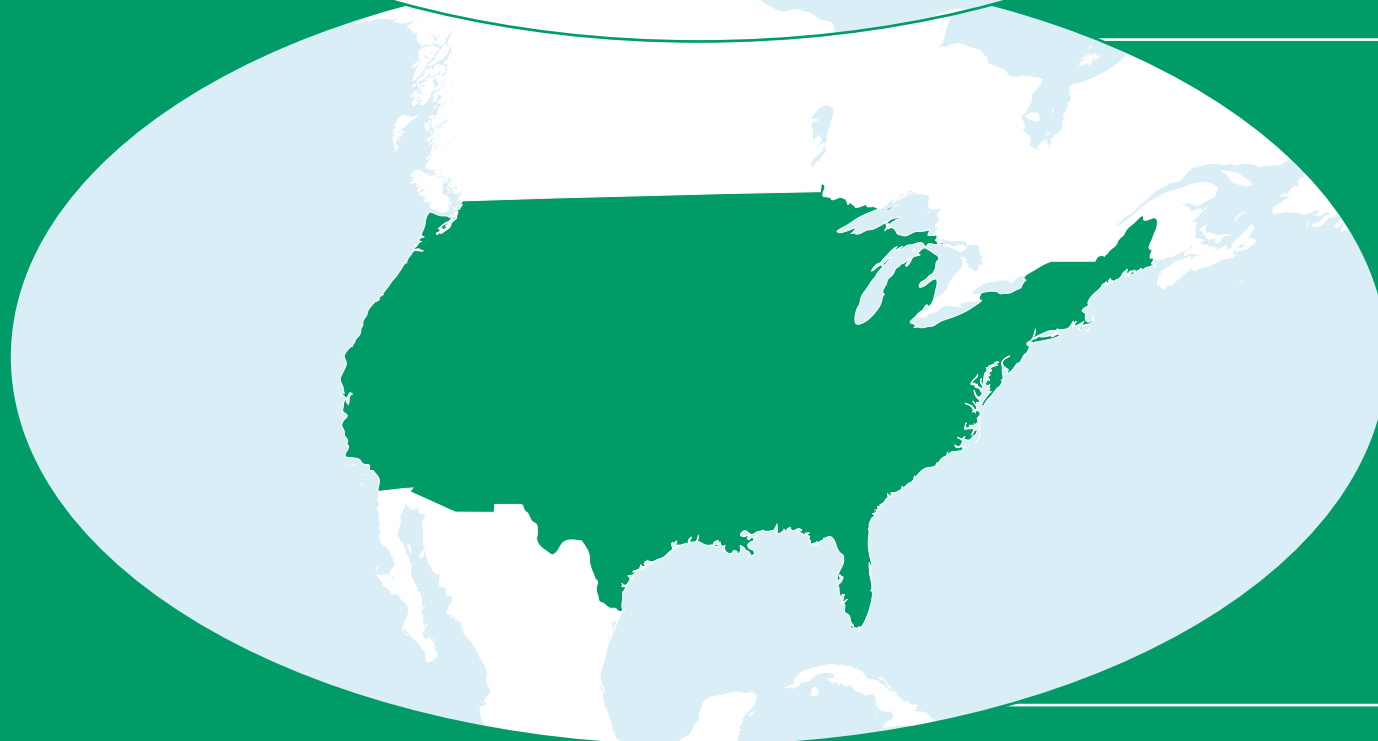
in contract catering
in Europe

No. 1

in healthcare
facility cleaning
in France

No. 5

in contract catering
in the UK



USA

No. 5

in contract catering

Global

No. 2

pure player in contract
catering and services

An asset base of unique brands

Our group brand



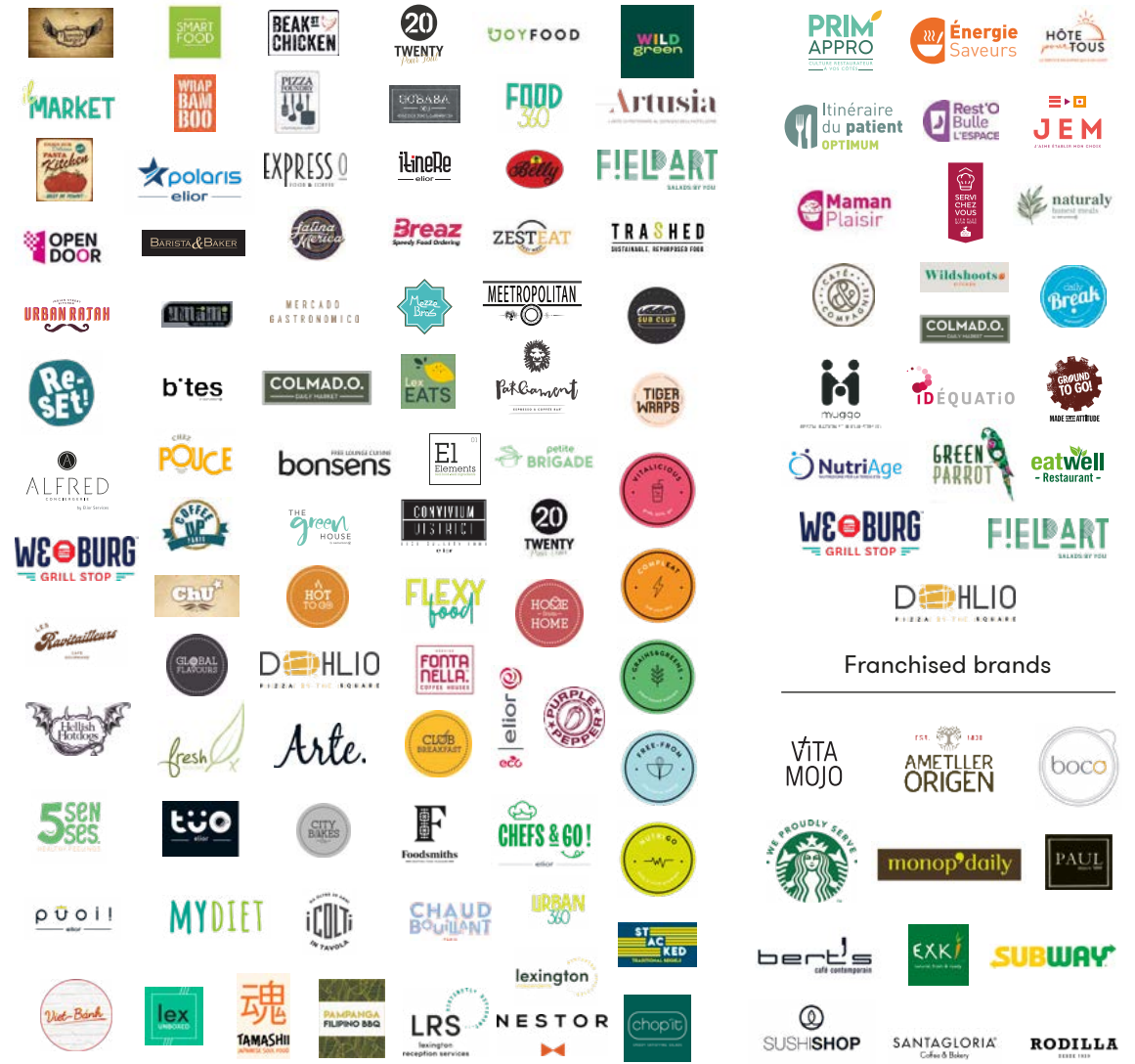
Our company brands



Our contract catering brands

Corporate

Healthcare



Franchised brands



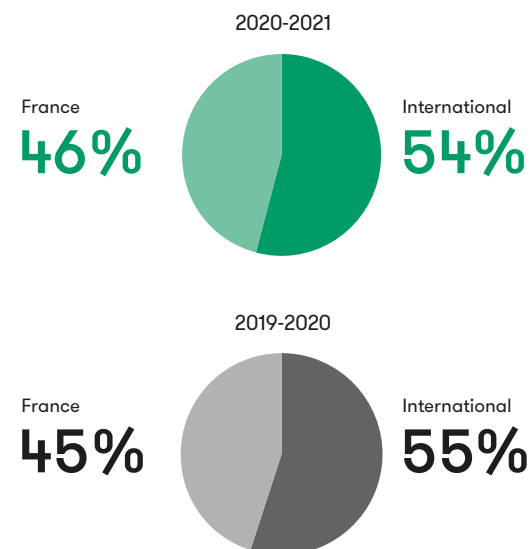
Education



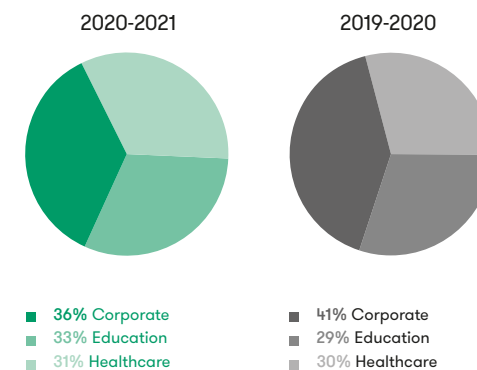
2020-2021 financial performance

Group annual revenue (-7 / 2020-2021)	2020 - 2021	€3.690 billion
	2019 - 2020	€3.967 billion
Adjusted EBITA	2020 - 2021	€-64 million
	2019 - 2020	€-69 million
Adjusted EBITA margin	2020 - 2021	-1.7%
	2019 - 2020	-1.7%
Attributable net profit	2020 - 2021	€-100 million
	2019 - 2020	€-483 million
Operating free cash flow	2020 - 2021	€19 million
	2019 - 2020	€-4 million
Adjusted earnings per share	2020 - 2021	€-0.58
	2019 - 2020	€-2.78

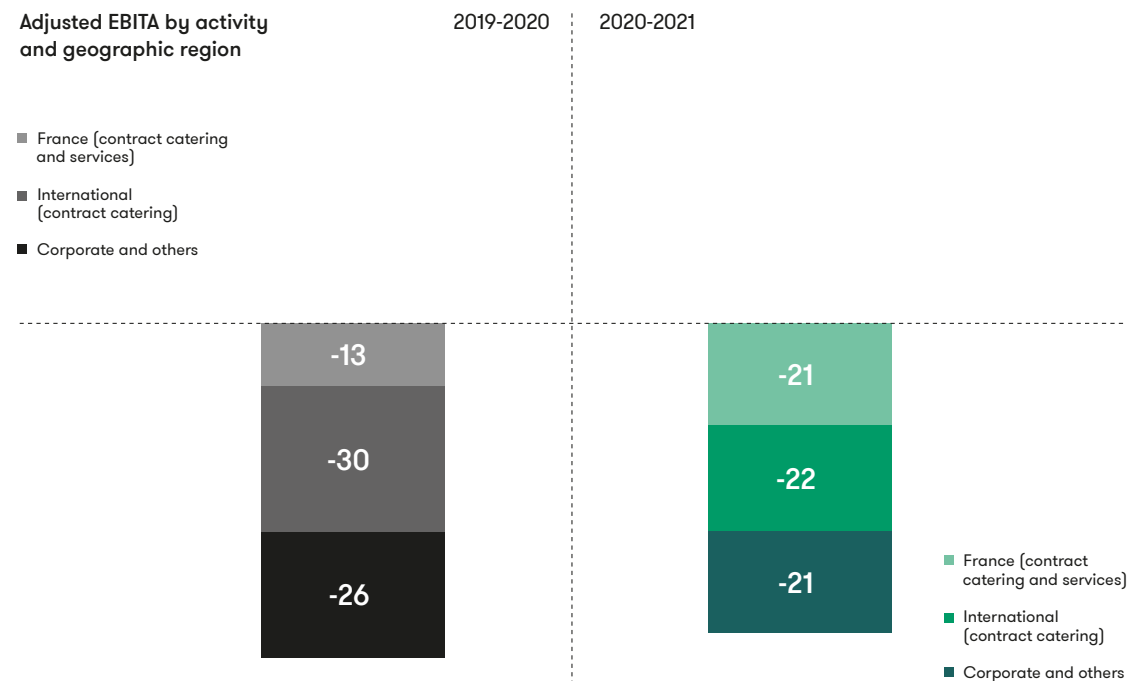
Breakdown of revenue by geographic region



Breakdown of revenue by business



Adjusted EBITA by activity and geographic region



The Executive Committee

The Executive Committee of Group senior executives is chaired by Elior Group Chief Executive Officer Philippe Guillemot. Its members review and make decisions about significant projects involving:

- Major French and international operating contracts in the negotiation phase, together with the related investment plans
- Potential acquisitions and disposals of equity holdings and assets, strategic partnership projects and, more generally, major operational projects
- Oversight of the process to implement the New Elior strategic plan.

The Executive Committee also conducts monthly reviews of Group operational and commercial performance. It initiates and oversees cross-functional programs for sales and marketing, human resources, finance, budgetary control and purchasing functions, as well as optimization and productivity programmes.



Philippe Guillemot
Group Chief Executive Officer



Jean-Yves Fontaine
Chief Executive Officer of Elior France



Rosario Ambrosino
Chief Executive Officer of Elior Italia



Bernard Duverneuil
Group Chief Information and Digital Officer



Ruxandra Ispas
Group Chief Procurement and Logistics Officer



Ludovic Oster
Group Chief Human Resources Officer



Esther Gaide
Group Chief Financial Officer



Antonio Llorens
Chairman and Chief Executive Officer of Serunion



Olivier Poirot
Chief Executive Officer of Elior North America



Anne-Laure Descleves
Group Director of Communications & Public Affairs



Frank Lacroix
Chief Executive Officer at Elior Services



Catherine Roe
Chief Executive Officer of Elior UK

The Board of Directors

The Elixir Group Board of Directors discusses and decides on all and any issues within its legal and regulatory remit. It reviews and approves all decisions relating to the Group's major strategic, economic, social, financial and technological choices, and ensures that they are effectively implemented by the executive management team. Its operation is described in detail in the Universal Registration Document. At present, and excluding the two employee representative directors, the Board of Directors has nine members, five of whom are independent directors and four of whom are women; all are appointed for a term of four years.

Gilles Cojan
Chairman

Gilles Auffret
Senior independent director

Anne Busquet
Independent director

Célia Cornu
Non-Voting Member

Virginie Duperat Vergne
Independent director
(representing FSP)

Bernard Gault
Independent director

Philippe Guillemot
Chief Executive Officer
and director

Sophie Javary
Director
(representing Servinvest)

Luc Lebaupin
Employee Representative
Director

Ines Cuatrecasas
Independent director
(representing Emesa)

Rosa Maria Alves
Employee Representative
Director

Robert Zolade
Honorary Chairman
and director
(representing Sofibim)

Elixir Group
Tour Egée - 11 allée de l'Arche
92032 Paris La Défense Cedex
France

Managing editor
Philippe Guillemot,
Elixir Group Chief Executive Officer

Editorial director
Anne-Laure Desclèves,
Elixir Group Chief Communications
& Public Affairs Officer

Editorial committee
Elie Grange, Elixir Group Head
of Communications, Inès Perrier,
editorial coordinator, Sonia Cordier,
Consulting Director at Abmo

Editorial staff
Inès Perrier, Sonia Cordier

We would like to take this opportunity
to thank all those who contributed
to the preparation of this report.

Concept, design and production
Abmo
Sonia Cordier, Consulting Director;
Dezyderiusz Gusta, Creative Director;
Nina Peyrachon, Project
& Production Manager;
Axel Keussel, Graphic Designer

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Translation
Tagline

Typeface
GT Walsheim (Grilli Type)
Recoleta (Latinotype)
Sharp Grotesk (Sharp Type)
Elixir

Illustrations



Jiaqi Wang
Jiaqi Wang loves using strong lines
with equal weight, surrounding flat
colors, giving equal priority to every
element in a drawing. Sometimes,
she also uses perspective, quirky
characters and moving images
to add more to the narrative.

Photos

Page 1: Elixir • Pages 2 to 5: Thomas
Laisné • Page 8: Nicolas Lascourrèges •
Page 13: Maïté Baldi, Yurina Nihara,
Pierre Morel • Page 15: Freepik, Pierre
Morel, Antoine Legond • Pages 22 to 23:
Emmanuel Fradin, Guia Besana
(Agence VU), Thomas Laisné

Essentials 2021 forms part of the Elixir
Group 2020/2021 Activity Report.
It is accompanied by the 2021 Review
of Commitments.



LINKEDIN
Elior Group



INSTAGRAM
@etvoila_byelior



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eliorgroup.com



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eliorgroup.com



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